

North Carolina
Department of Transportation

Transformation Management Team
Final Report

Volume Seven:
Talent Management

Talent Management: Summary Documentation

Workstream: Hiring Practices	
Strategic Focus: Streamline hiring practices to enable NCDOT to hire/promote the best talent more efficiently.	Scope: Review current hiring practices to determine inefficiencies and areas of improvement. A comprehensive review of the following will be done to develop recommendations for enhancing these processes: <ul style="list-style-type: none"> • Application process • Alternatives to current posting process • Job postings • Qualifications review practices & policies • Hiring practices & policies • Interview practices & policies
Current Practices Current hiring practices in place have minimal strategic focus or emphasis on hiring the best talent in a timely, efficient manner.	Gap Current practices and policies result in lengthy turnaround times. This results in NCDOT not being able to hire the best talent in many situations. Managers are not given authority to make personnel decisions. Personnel practices and policies are not communicated throughout the organization.
2008 Key Priorities: Improvements and refinements to practices and policies in the following areas: <ul style="list-style-type: none"> • Job postings • Qualification review • Interviews • Personnel selection and approvals 	

Updated 1/17/08

Workstream: Performance Management System

Strategic Focus:

Develop a performance management system that aligns with NCDOT's transformation to a performance culture.

Scope:

Develop and implement a new performance management system that will focus on performance results and employee development. This process will include:

- 1) Partnering with the Office of State Personnel to develop the system using a results-based approach.
- 2) Incorporating the use of performance metrics in the new system which measures performance results, thereby making the process less subjective.
- 3) Developing agency values to be included in the performance management system.
- 4) Including leadership competencies in the new performance management system.
- 5) Designing new performance management forms.
- 6) Developing new performance management policy to include guidelines for dealing with under-performance.
- 7) Developing and implementing a pilot program for top leadership January and April 2008.
- 8) Developing training for new performance management systems, beginning with top leadership.
- 9) Identify classifications that an alternate performance management process (not metrics based) that could be used for positions that perform repetitive type duties.

Current Practices

The current performance management system is based on job responsibilities and activities rather than performance outcomes. Performance ratings are often based on how hard an employee works regardless of what their outcomes may be. Employees feel the current system is ineffective. They feel that the current ratings have no real meaning.

Gap

NCDOT's current performance management system is not tied to performance outcomes. It does not promote accountability. In addition, employee development is not part of the process.

2008 Key Priorities:

- Develop a new performance management system based on performance outcomes that will enable NCDOT to better achieve its mission and goals.
- Through the new performance management process, employee development will be considered a priority.
- Publish NCDOT values that will be included in all NCDOT performance appraisals, and through training, instill the importance of adherence to these values.
- Implement pilot program for top 40+ leadership positions in January 2008; remaining top leadership positions in April 2008, and roll out new performance management system to entire department in October 2008.
- Provide performance management training to all supervisory positions.

Workstream: Recruitment	
<p>Strategic Focus:</p> <p>Identify innovative and effective strategies and tools for recruiting high performing employees and future leaders. Expose more candidates for employment to the NCDOT.</p>	<p>Scope:</p> <p>The recruitment process begins when a clear, user-friendly position description is posted.</p> <p>The recruitment process ends when the position is filled with a qualified employee.</p>
<p>Current Practices</p> <p>The current recruitment program is focused on engineering positions and consists of the following programs:</p> <ul style="list-style-type: none"> -Transportation Engineering Associates Program -Summer Engineering Assistants Program -Cooperative Education Program -Summer High School Internship Program -Civil Engineering Awareness Program -Career Fairs -Campus Information Sessions <p>Recruitment is handled by the Recruitment Office and several other units that are listed below:</p> <ul style="list-style-type: none"> -Public Transportation Internship Program -ITRE Summer Internship Program -Historically Black Colleges & Universities Program -Bridge Competition -Construction Career Days -Roadway Design -Structure Design <p>Recruitment assistance outside of the programs listed above is provided to managers who request it, but only on an ad hoc basis.</p>	<p>Gap</p> <p>Recruitment Process</p> <ul style="list-style-type: none"> -Not coordinated into one functional area -Focuses only on Engineering positions -No process or guidelines for providing recruitment assistance -Recruitment Travel delays can lead to missed opportunities -No Incentive/Referral Programs -Data needs to be aggregated and analyzed to help determine why employees are leaving <p>Public Image</p> <ul style="list-style-type: none"> -NCDOT is not viewed as an “attractive place to work” for potential employees -Enhance web site so it is easier to navigate (within a few clicks) and provides informational materials that focus on the positive aspects of NCDOT as well as information on job opportunities and benefits of working for the NCDOT -Display a welcoming, fun work environment and satisfaction of employees who are providing an important service to the public that goes on for generations (including pictures and testimonials from current employees) -Provide more information about prospective careers, job postings, benefits, career growth opportunities, etc. -Update web site regularly -Need to effectively communicate Employee Value Proposition (EVP) -Develop general NCDOT Brochure that highlights all areas (including IT, Business, Communications, etc.) -Establish and utilize information cards that display career website and helpful NCDOT links/phone numbers that can be distributed at job fairs or recruiting events -Fully fund alternate pay systems including competency based pay and skill based pay

	<p>Job Postings</p> <ul style="list-style-type: none">-Do not accurately reflect what the job really does-Not appealing or enticing <p>Application Process</p> <ul style="list-style-type: none">-Application process is time consuming, tedious and often results in delays
--	---

2008 Key Priorities:

Immediate Attention

- Define the structure and role of the Recruitment Office (Establish one Recruitment contact area for the public, universities and internal customers)
- Coordinate all NCDOT Recruitment efforts to encourage a collaborative alliance between recruiters and alumni / subject matter experts
- Expand the Recruitment focus beyond engineering positions only
- Define "Hard-to-Fill"
- Establish a process for triggering recruitment attention for "hard-to-fill" positions
- Pursue additional Recruitment resources (including people and funding for areas other than engineering)
- Procure new marketing display for recruitment events
- Establish a blanket 10-8 for Recruitment travel that makes it possible for recruiters AND alumni / subject matter experts to take advantage of recruiting opportunities
- Collaborate with Hiring Practices Workstream to establish model job postings and new posting process
- Establish searchable job postings
- Leverage existing high-quality recruitment / promotional materials
- Develop new brochure and recruitment information cards that effectively communicate what is positive about the NCDOT
- Develop message for the Recruitment web site
- Engage in 3-phase web site enhancement process to effectively communicate what is positive about the NCDOT

Longer Term

- Establish an alumni list for recruiting activities
- Participate in E-recruit blueprinting
- Develop new brochure and recruitment information cards that incorporate the Employee Value Proposition (EVP)
- Engage in 3-phase web site enhancement process that incorporates the Employee Value Proposition (EVP)
- Study hard-to-fill positions to move them closer to the market rate and consider offering hiring bonuses
- Fund current recruitment and retention tools (such as alternate pay systems) to recruit and retain employees
- Enhance the exit interview process and automate it (provide for on-line and paper surveys)
- Engage current employees in recruitment (consider referral bonus for hard-to-fill positions)
- Consider recruiting military personnel who are separating from the military
- Consider allocating some Recruitment resources to building relationships with university faculty

Potential Talent Management Team Legislative Action Document

- Request Highway Funds through Expansion Budget process to move salaries closer to market based on HR strategic plan for job families.
- Partial exemption from G.S. 126 to pay for job performance that "exceeds expectations" once new Results Based Performance Management System is implemented throughout organization on April 1, 2009.
- Consider legislative language to disallow grievance rights to employees that receive an overall performance rating of "Meets Expectations" on their individual Performance Dashboard & Appraisal.
- Explore granting compensatory leave or administrative leave to reward job performance that exceeds expectations.
- Support the Fox Lawson & Associates January 2008 report to GPAC recommending state agencies be allowed to offer incentives including recruitment bonuses (sign-on bonuses), relocation bonuses, retention bonuses using lapsed salary funds. for hard to fill positions
- Allow the use of a headhunter for hard to fill positions (Strategic Management Committee could determine "hard to fill categories").
- Consider legislative authority for "on the spot" hiring for hard to fill positions (Strategic Management Committee could determine "hard to fill categories").
- Allow salary increases for lateral transfers and explore other incentives such as a bonus, improved moving expense reimbursement, etc. to promote career mobility.
- Pursue some confidential coverage for employee engagement or customer surveys so that individual records are not compromised.
- Budgetary latitude/authority to expand recruitment efforts to all disciplines
- Remove Regressive Salary Earnings Cap for Retired NCDOT employees (or at least increase it significantly)
- Reduce or eliminate the mandatory six month separation for retirees

Workstream: Define and Improve Employee Value Proposition (EVP)	
<p>Strategic Focus: NCDOT needs to define and improve its EVP so that it can attract and retain top talent necessary to fulfill its mission and goals.</p>	<p>Scope: Review and define EVP.</p> <p>Identify attributes that the labor market and employees perceive as the value they gain through employment in NCDOT.</p> <p>Assess identified strengths and weaknesses (attributes) that make a potential employee commit to employment in NCDOT and improve what is missing.</p> <p>Coordinate with existing TMT Workstreams to develop and implement strategies that can build and sustain employee value proposition at NCDOT.</p> <p>Develop employer branding and market value propositions effectively to recruit and retain high quality talent necessary to fulfill its mission and goals.</p>
<p>Current Practices DOT has total compensation package. Wellness Program Strong ethical behavior Employer recognition – provide comprehensive services to public. Variety of job classifications Employment not affected by economic downturns Work-life balance</p>	<p>Gap DOT workforce planning is not aligned with business strategy DOT employees are disenfranchised with upper management DOT needs to implement process improvement initiatives that constrain talent acquisition and retention DOT management lacks people management skills DOT lacks employee development opportunities</p>
<p>2008 Key Priorities:</p> <ul style="list-style-type: none"> ▪ Collaborating with other TMT Workstreams to effectively integrate all recommended strategies (i.e., Improve manager quality, employee training, mentoring/coaching). ▪ Create an Employment Brand to help attract and retain top employees. ▪ Collaborate with Organizational Leadership to implement the EVP concept. ▪ Develop effective internal and external communication strategy (i.e., develop proactive marketing strategy). ▪ Identify resources needed to implement EVP ▪ Determine metrics for success ▪ Systemically monitor and evaluate EVP progress and success 	

Workstream: Employee Orientation	
Strategic Focus: Establish a comprehensive framework for integrating new employees (and employees who are changing roles) into the NCDOT and their work unit.	Scope: Employee Orientation Starts When the Hiring Supervisor or Human Resources Representative Contacts the Prospective Employee With an Offer of Employment and Initiates an Orientation Checklist for Them. Employee Orientation Ends When the Completed Orientation Checklist is Placed in the Employee's Personnel File. This should be accomplished within 30 days.
Current Practices The current employee orientation is limited in scope and covers NCDOT policies, employee benefits, and orientation to safety.	Gap A new employee orientation approach that expands on the current employee orientation needs to be developed. This new approach should help new and transferring employees feel welcome in the Department and their unit, and fully inform them about their role and job expectations, how they contribute to the NCDOT and Unit Mission, and NCDOT Goals and Values. The new approach should assist employees and supervisors with orientation, help achieve consistency across the Department, and establish accountability.
2008 Key Priorities: Immediate Attention <ul style="list-style-type: none"> • Establish a draft Master Orientation Checklist (with mandatory items locked) • Establish a draft contact list • Establish a list of recommended calendar appointments • Establish a draft Orientation Process • Incorporate key elements of the PDEA Employee Orientation in the new Employee Orientation checklist / process • Pilot the New Orientation Approach at Division 4 and the Transit Divisions • Initiate development of an Employee Orientation web site Longer Term <ul style="list-style-type: none"> • Further refine the Master Orientation Checklist • Further refine the Orientation Process • Develop DOT overview information including a high-level organization chart • Provide on line resources <ul style="list-style-type: none"> –Welcome letter –Timeline –Checklist template –Contact template and pocket contact reference card template –DOT overview information and organization chart –Onboarding resources –Recommended calendar appointments • Enhance Orientation Materials • Provide New Employees with a Complete Contact List 	

- **Produce an Orientation Video with Senior Leader Involvement**
- **Develop a training video that incorporates:**
 - Ethics training
 - Customer service training
 - Workplace violence training
 - Workplace harassment training
 - ADA / Blood borne pathogen training
- **Develop an Employee Orientation survey that will solicit input from employees who have just completed orientation**
- **Include Contractors, Interns and Temporaries (may require a modified checklist)**
- **Develop a process for sharing information between similar units (ie divisions)**

New Recommendations

- **Update the DOT logo**
- **Establish a WBS element and a budget for purchasing refreshments for welcoming new employees**

Workstream: Employee Orientation	
Strategic Focus: Establish a comprehensive framework for integrating new employees (and employees who are changing roles) into the NCDOT and their work unit.	Scope: Employee Orientation Starts When the Hiring Supervisor or Human Resources Representative Contacts the Prospective Employee With an Offer of Employment and Initiates an Orientation Checklist for Them. Employee Orientation Ends When the Completed Orientation Checklist is Placed in the Employee's Personnel File. This should be accomplished within 30 days.
Current Practices The current employee orientation is limited in scope and covers NCDOT policies, employee benefits, and orientation to safety.	Gap A new employee orientation approach that expands on the current employee orientation needs to be developed. This new approach should help new and transferring employees feel welcome in the Department and their unit, and fully inform them about their role and job expectations, how they contribute to the NCDOT and Unit Mission, and NCDOT Goals and Values. The new approach should assist employees and supervisors with orientation, help achieve consistency across the Department, and establish accountability.
2008 Key Priorities: Immediate Attention <ul style="list-style-type: none"> • Establish a draft Master Orientation Checklist (with mandatory items locked) • Establish a draft contact list • Establish a list of recommended calendar appointments • Establish a draft Orientation Process • Incorporate key elements of the PDEA Employee Orientation in the new Employee Orientation checklist / process • Pilot the New Orientation Approach at Division 4 and the Transit Divisions • Initiate development of an Employee Orientation web site Longer Term <ul style="list-style-type: none"> • Further refine the Master Orientation Checklist • Further refine the Orientation Process • Develop DOT overview information including a high-level organization chart • Provide on line resources <ul style="list-style-type: none"> –Welcome letter –Timeline –Checklist template –Contact template and pocket contact reference card template –DOT overview information and organization chart –Onboarding resources –Recommended calendar appointments • Enhance Orientation Materials • Provide New Employees with a Complete Contact List 	

- **Produce an Orientation Video with Senior Leader Involvement**
- **Develop a training video that incorporates:**
 - Ethics training
 - Customer service training
 - Workplace violence training
 - Workplace harassment training
 - ADA / Blood borne pathogen training
- **Develop an Employee Orientation survey that will solicit input from employees who have just completed orientation**
- **Include Contractors, Interns and Temporaries (may require a modified checklist)**
- **Develop a process for sharing information between similar units (ie divisions)**

New Recommendations

- **Update the DOT logo**
- **Establish a WBS element and a budget for purchasing refreshments for welcoming new employees**

Workstream: Define and Improve Employee Value Proposition (EVP)	
<p>Strategic Focus: NCDOT needs to define and improve its EVP so that it can attract and retain top talent necessary to fulfill its mission and goals.</p>	<p>Scope: Review and define EVP.</p> <p>Identify attributes that the labor market and employees perceive as the value they gain through employment in NCDOT.</p> <p>Assess identified strengths and weaknesses (attributes) that make a potential employee commit to employment in NCDOT and improve what is missing.</p> <p>Coordinate with existing TMT Workstreams to develop and implement strategies that can build and sustain employee value proposition at NCDOT.</p> <p>Develop employer branding and market value propositions effectively to recruit and retain high quality talent necessary to fulfill its mission and goals.</p>
<p>Current Practices DOT has total compensation package. Wellness Program Strong ethical behavior Employer recognition – provide comprehensive services to public. Variety of job classifications Employment not affected by economic downturns Work-life balance</p>	<p>Gap DOT workforce planning is not aligned with business strategy DOT employees are disenfranchised with upper management DOT needs to implement process improvement initiatives that constrain talent acquisition and retention DOT management lacks people management skills DOT lacks employee development opportunities</p>
<p>2008 Key Priorities:</p> <ul style="list-style-type: none"> ▪ Collaborating with other TMT Workstreams to effectively integrate all recommended strategies (i.e., Improve manager quality, employee training, mentoring/coaching). ▪ Create an Employment Brand to help attract and retain top employees. ▪ Collaborate with Organizational Leadership to implement the EVP concept. ▪ Develop effective internal and external communication strategy (i.e., develop proactive marketing strategy). ▪ Identify resources needed to implement EVP ▪ Determine metrics for success ▪ Systemically monitor and evaluate EVP progress and success 	

Workstream: Recruitment	
Strategic Focus: Identify innovative and effective strategies and tools for recruiting high performing employees and future leaders. Expose more candidates for employment to the NCDOT.	Scope: The recruitment process begins when a clear, user-friendly position description is posted. The recruitment process ends when the position is filled with a qualified employee.
Current Practices The current recruitment program is focused on engineering positions and consists of the following programs: -Transportation Engineering Associates Program -Summer Engineering Assistants Program -Cooperative Education Program -Summer High School Internship Program -Civil Engineering Awareness Program -Career Fairs -Campus Information Sessions Recruitment is handled by the Recruitment Office and several other units that are listed below: -Public Transportation Internship Program -ITRE Summer Internship Program -Historically Black Colleges & Universities Program -Bridge Competition -Construction Career Days -Roadway Design -Structure Design Recruitment assistance outside of the programs listed above is provided to managers who request it, but only on an ad hoc basis.	Gap Recruitment Process -Not coordinated into one functional area -Focuses only on Engineering positions -No process or guidelines for providing recruitment assistance -Recruitment Travel delays can lead to missed opportunities -No Incentive/Referral Programs -Data needs to be aggregated and analyzed to help determine why employees are leaving Public Image -NCDOT is not viewed as an “attractive place to work” for potential employees -Enhance web site so it is easier to navigate (within a few clicks) and provides informational materials that focus on the positive aspects of NCDOT as well as information on job opportunities and benefits of working for the NCDOT -Display a welcoming, fun work environment and satisfaction of employees who are providing an important service to the public that goes on for generations (including pictures and testimonials from current employees) -Provide more information about prospective careers, job postings, benefits, career growth opportunities, etc. -Update web site regularly -Need to effectively communicate Employee Value Proposition (EVP) -Develop general NCDOT Brochure that highlights all areas (including IT, Business, Communications, etc.) -Establish and utilize information cards that display career website and helpful NCDOT links/phone numbers that can be distributed at job fairs or recruiting events -Fully fund alternate pay systems including competency based pay and skill based pay

	<p>Job Postings</p> <ul style="list-style-type: none">-Do not accurately reflect what the job really does-Not appealing or enticing <p>Application Process</p> <ul style="list-style-type: none">-Application process is time consuming, tedious and often results in delays
--	---

2008 Key Priorities:

Immediate Attention

- Define the structure and role of the Recruitment Office (Establish one Recruitment contact area for the public, universities and internal customers)
- Coordinate all NCDOT Recruitment efforts to encourage a collaborative alliance between recruiters and alumni / subject matter experts
- Expand the Recruitment focus beyond engineering positions only
- Define "Hard-to-Fill"
- Establish a process for triggering recruitment attention for "hard-to-fill" positions
- Pursue additional Recruitment resources (including people and funding for areas other than engineering)
- Procure new marketing display for recruitment events
- Establish a blanket 10-8 for Recruitment travel that makes it possible for recruiters AND alumni / subject matter experts to take advantage of recruiting opportunities
- Collaborate with Hiring Practices Workstream to establish model job postings and new posting process
- Establish searchable job postings
- Leverage existing high-quality recruitment / promotional materials
- Develop new brochure and recruitment information cards that effectively communicate what is positive about the NCDOT
- Develop message for the Recruitment web site
- Engage in 3-phase web site enhancement process to effectively communicate what is positive about the NCDOT

Longer Term

- Establish an alumni list for recruiting activities
- Participate in E-recruit blueprinting
- Develop new brochure and recruitment information cards that incorporate the Employee Value Proposition (EVP)
- Engage in 3-phase web site enhancement process that incorporates the Employee Value Proposition (EVP)
- Study hard-to-fill positions to move them closer to the market rate and consider offering hiring bonuses
- Fund current recruitment and retention tools (such as alternate pay systems) to recruit and retain employees
- Enhance the exit interview process and automate it (provide for on-line and paper surveys)
- Engage current employees in recruitment (consider referral bonus for hard-to-fill positions)
- Consider recruiting military personnel who are separating from the military
- Consider allocating some Recruitment resources to building relationships with university faculty

Workstream: Performance Management System

Strategic Focus:

Develop a performance management system that aligns with NCDOT's transformation to a performance culture.

Scope:

Develop and implement a new performance management system that will focus on performance results and employee development. This process will include:

- 1) Partnering with the Office of State Personnel to develop the system using a results-based approach.
- 2) Incorporating the use of performance metrics in the new system which measures performance results, thereby making the process less subjective.
- 3) Developing agency values to be included in the performance management system.
- 4) Including leadership competencies in the new performance management system.
- 5) Designing new performance management forms.
- 6) Developing new performance management policy to include guidelines for dealing with under-performance.
- 7) Developing and implementing a pilot program for top leadership January and April 2008.
- 8) Developing training for new performance management systems, beginning with top leadership.
- 9) Identify classifications that an alternate performance management process (not metrics based) that could be used for positions that perform repetitive type duties.

Current Practices

The current performance management system is based on job responsibilities and activities rather than performance outcomes. Performance ratings are often based on how hard an employee works regardless of what their outcomes may be. Employees feel the current system is ineffective. They feel that the current ratings have no real meaning.

Gap

NCDOT's current performance management system is not tied to performance outcomes. It does not promote accountability. In addition, employee development is not part of the process.

2008 Key Priorities:

- Develop a new performance management system based on performance outcomes that will enable NCDOT to better achieve its mission and goals.
- Through the new performance management process, employee development will be considered a priority.
- Publish NCDOT values that will be included in all NCDOT performance appraisals, and through training, instill the importance of adherence to these values.
- Implement pilot program for top 40+ leadership positions in January 2008; remaining top leadership positions in April 2008, and roll out new performance management system to entire department in October 2008.
- Provide performance management training to all supervisory positions.

NCDOT SHOULD DEFINE AND DEVELOP TECHNICAL, MANAGERIAL, AND FUNCTIONAL CAREER TRACKS FOR EMPLOYEES.

Overview:

- Employees felt that they were not adequately trained in current position
- There is no formal process to systematically develop current or new employees
- All employees are not aspiring to managerial roles. Employees who demonstrate high potential for managerial or leadership roles often do not receive needed preparatory training in a timely manner.
- Career tracks would allow for a more strategic approach to developing employees

Rationale:

- X% of new hires interviewed said that they would like to know where they would be in their careers in 2 years, 5 years...
- X% of employees interviewed said that they felt stagnated in their current positions and did not know what development or career opportunities were available to them
- A formal process to establish career tracks for all employees will help establish a clear direction and focus for employees, will allow the organization to better fulfill its talent strategy, and will allow the department to more clearly define its value proposition to prospective employees.
- Currently, employees feel that promotion into a managerial function is the only avenue they have for advancement.
- X, X, and X organizations all have career track models that have been proven successes for employee performance, satisfaction, and retention.

Program details:

- Iterative process to determine organizational needs in technical, managerial, functional areas
- Employee assessments with feedback to immediate supervisor and employee
- Formal processes to assess employee progress and manage outcomes.
- Managers & supervisors will participate in training programs on how to be an effective coach
- The program will be run by HR (Training & Development) and will need approximately \$XX funding for training and HR time commitment
- Program initially piloted with TEA program

Benefits:

- Clear direction for employee career path that can aid in development
- Improved EVP & employee retention
- Training more relevant and strategic

Potential challenges (and mitigations):

- Managers and supervisors to find time to coach (make it a priority and include in PM)
- Having a number of coaches over the course of an employee career may mean inconsistent messages (address in training)
- Cultural resistance (communicate importance from top down)

Potential Talent Management Team Legislative Action Document

- Request Highway Funds through Expansion Budget process to move salaries closer to market based on HR strategic plan for job families.
- Partial exemption from G.S. 126 to pay for job performance that "exceeds expectations" once new Results Based Performance Management System is implemented throughout organization on April 1, 2009.
- Consider legislative language to disallow grievance rights to employees that receive an overall performance rating of "Meets Expectations" on their individual Performance Dashboard & Appraisal.
- Explore granting compensatory leave or administrative leave to reward job performance that exceeds expectations.
- Support the Fox Lawson & Associates January 2008 report to GPAC recommending state agencies be allowed to offer incentives including recruitment bonuses (sign-on bonuses), relocation bonuses, retention bonuses using lapsed salary funds. for hard to fill positions
- Allow the use of a headhunter for hard to fill positions (Strategic Management Committee could determine "hard to fill categories").
- Consider legislative authority for "on the spot" hiring for hard to fill positions (Strategic Management Committee could determine "hard to fill categories").
- Allow salary increases for lateral transfers and explore other incentives such as a bonus, improved moving expense reimbursement, etc. to promote career mobility.
- Pursue some confidential coverage for employee engagement or customer surveys so that individual records are not compromised.
- Budgetary latitude/authority to expand recruitment efforts to all disciplines
- Remove Regressive Salary Earnings Cap for Retired NCDOT employees (or at least increase it significantly)
- Reduce or eliminate the mandatory six month separation for retirees